

OFFICE OF THE CHIEF OF POLICE

SPECIAL ORDER NO. 26

August 12, 2008

**SUBJECT: WORK ENVIRONMENT LIAISON DIVISION - ESTABLISHED**

**PURPOSE:** The Ombuds Office was established in 1997 as a mechanism by which internal workplace issues could be resolved in a manner that would minimize the need for formal complaint investigations or litigation.

This Order deactivates the Ombuds Office and activates the Work Environment Liaison Division (WELD), which retains their current mission.

The Workplace Assessment Team and the Women's Coordinator will be deactivated. The Wellness Coordinator will be reassigned to the Office of the Chief of Police. Employees assigned to WELD will conduct Alternative Dispute Resolution (ADR) as well as work environment evaluations. The Military Liaison Unit will undergo no revision.

**PROCEDURE:**

**I. OMBUDS OFFICE - DEACTIVATED.**

The Ombuds Office is hereby deactivated.

**II. WORK ENVIRONMENT LIAISON DIVISION - ACTIVATED.** Work Environment Liaison Division is activated and operates under the direction of the Director, Office of Support Services (OSS).

**III. WELLNESS COORDINATOR - REASSIGNED.**

The position of Wellness Coordinator is hereby reassigned to the Office of the Chief of Police.

**IV. WOMEN'S COORDINATOR - DEACTIVATED.**

The position of Women's Coordinator is hereby deactivated.

**V. WORK ENVIRONMENT LIAISON DIVISION - RESPONSIBILITIES.**

The Work Environment Liaison Division shall have the following responsibilities:

- \* Assist with the Department's risk management, dispute resolution, and military liaison functions;

- \* Prevent minor conflict from escalating into personnel complaints, grievances, and/or lawsuits;
- \* Provide timely evaluation of a work environment, assess perceived conflict sources and workplace issues, and provide recommendations for improvement; and,
- \* Allow Department personnel to seek assistance in resolving personnel issues and disputes in a confidential and neutral environment;

**Note:** The Work Environment Liaison Division will treat communications with individual employees requesting assistance from WELD in a confidential manner. However, absolute confidentiality cannot be guaranteed, such as when an employee requests intervention from WELD which requires communication from *outside* the confidential relationship or when the communications (written or verbal) are ordered disclosed as part of civil and/or criminal litigation. Work Environment Liaison Division will provide notice to involved employees prior to such disclosures, whenever possible.

- \* Provide advice and referrals regarding situations brought to WELD which may involve sexual harassment, discrimination, peer support, military issues, hostile work environment, retaliation, and workplace environment matters.
- \* Consult on basic Academy training and provide training at supervisor and command development schools to develop employee skills in conflict resolution.
- \* Offer Alternative Dispute Resolution as an option for employees to resolve individual conflicts in the work environment through mediation or conciliation.

#### VI. THE ENVIRONMENTAL LIAISON EVALUATION TEAM RESPONSIBILITIES.

The Environmental Liaison Evaluation Team shall have the following responsibilities:

- \* Conduct timely workplace and environmental evaluations as requested;
- \* Resolve interpersonal group conflicts which affect the successful functions of Areas, sections, units, or teams; and,

- \* Conduct work environment evaluations, provide training, and make recommendations to supervisors, subordinates, and command staff for improving the work environment.

**VII. WORK ENVIRONMENT LIAISON DIVISION - ORGANIZATION AND ASSIGNMENT.** The Work Environment Liaison Division is composed of:

- \* Commanding Officer;
- \* Assistant Commanding Officer;
- \* Alternative Dispute Resolution Team;
- \* Environmental Evaluation Team; and,
- \* Military Liaison Unit.

The Commanding Officer, WELD, under the direction of the Director, OSS, shall have line command over WELD.

**VIII. WORK ENVIRONMENT LIAISON DIVISION COMMANDING OFFICER'S RESPONSIBILITIES.** The Commanding Officer, Work Environment Liaison shall have the following responsibilities:

- \* Exercise line command over the operations of the WELD, including the Assistant Commanding Officer, the EET, and the Military Liaison Unit;
- \* Advise the Chief of Police (COP), the Chief of Staff, the Director, OSS, the Director, Office of Operations, Employee Relations Administrator, and the Commanding Officer, Risk Management Group (RMG) of relevant trends and environmental issues negatively affecting the workplace for employees throughout the Department;
- \* Maintain liaison with Department command officers and provide training and resources to assist with work environment issues in their commands;
- \* Maintain files on incidents reported to the WELD;
- \* Ensure that confidentiality of WELD files is maintained, as is practicable;
- \* Maintain liaison with the City Attorney's Office, the Commanding Officer, Internal Affairs Group (IAG), the Employee Relations Administrator, RMG, and the Workplace Investigation Unit, IAG;
- \* Exercise functional supervision over the operations of the WELD Specialist Reserve Officers;
- \* Review, complete, and evaluate work environment evaluation reports for trend analysis and training of Department personnel;

- \* Provide assistance and direction in matters relating to complaints of sexual harassment and gender discrimination;
- \* Advise the Director, OSS, on work environment trends which may affect the Department's affirmative action efforts; and,
- \* Prepare correspondence for the COP on matters relating to the review of discrimination complaints, workplace evaluation reports, and other related personnel matters.

**IX. MILITARY LIAISON UNIT'S - RESPONSIBILITIES.** The Military Liaison Unit shall maintain their current responsibilities.

**X. WORK ENVIRONMENT LIAISON DIVISION'S - SPECIAL DUTIES.**

The Work Environment Liaison Division shall have the following special duties:

- \* Conduct confidential reviews as directed by the Director, OSS;
- \* Prepare periodic reports to the Police Commission, COP, and the Director, OSS, regarding WELD activities;
- \* Provide support for employees during the reporting and investigation of workplace concerns; and,
- \* Refer matters to IAG when it reasonably appears that serious misconduct occurred.

The Work Environment Liaison Division shall have the following special responsibilities concerning work environment evaluations and Alternative Dispute Resolution:

- \* Remain impartial, maintain confidentiality as is practicable, stimulate options for resolving the conflict, and provide feedback;
- \* Complete staff reports and statistical information on workplace trends for dissemination to concerned commanding officers;
- \* Provide education and feedback to supervisors and command staff regarding work environment issues;
- \* Act as liaison to internal and external entities that investigate work environment complaints for investigative networking; and,
- \* Conduct workshops specifically designed to enhance the skill level of supervisors and command staff in the

handling of workplace conflicts and other issues negatively affecting the work environment within their respective commands.

**XI. WORK ENVIRONMENT LIAISON DIVISION - UNIT DESIGNATION.**


- \* The Commanding Officer, Work Environment Liaison Division, shall utilize radio designation "Commander 18I"; and,
- \* All other WELD personnel shall be identified by "18I" followed by the numerical designation assigned by their commanding officer.

**XII. CORRESPONDENCE REFERENCE NUMBER, WORK ENVIRONMENT LIAISON DIVISION.**

Work Environment Liaison Division shall assume correspondence Reference Number 3.1, and all official correspondence addressed to, or initiated by, WELD shall bear the assigned reference number.

**AMENDMENTS:** This Order amends Sections 2/066.00 and 2/395.00 of the Department Manual.

**AUDIT RESPONSIBILITY:** The Director, Office of Support Services, shall monitor compliance with this directive in accordance with Manual Section 0/080.30.



WILLIAM J. BRATTON  
Chief of Police

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